

NOTE FOR: The Director

SUBJECT: Creativity and Ethics

Last fall, as a result of my concern over the need to maintain our creativity in the face of new restrictions and controls, I commissioned a small group of officers to brainstorm on this subject. The result was a study entitled "Summary Report -- Two Seminars on Creativity and Ethics in the CIA," which I sent to you in March.

In February, I asked the Deputies to meet with their operating component chiefs to discuss the findings contained in the study. I wanted to determine the extent to which the findings would receive broader-based agreement and which ones might not lend themselves to Agency-wide implementation.

The DDA's report on discussions he held is attached. In summary, the following views emerged:

1. Innovative Approaches to Decisionmaking

Mixed reaction on whether more authority should be delegated downward. Some felt that they should have more say in hiring, firing, promoting and assigning personnel under their supervision. Feeling was nearly unanimous that restraints on reprogramming of funds is an obstacle to creativity.

2. Receptiveness of Management to Innovation

3. Improved Personnel Management

General feeling managers should make a greater effort to keep channels of communication open and recognize a need to commend and acknowledge as well as to condemn.

4. Fostering Creativity

General feeling that we are unable to devote enough time to creative thinking and that the challenge is greater today because there are more constraints.

5. Ethical Issues

Unanimous feeling that a "Canon of Ethics" is not a good idea and unnecessary; this subject was viewed as a personal issue for which the example of good leadership would be most effective.

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We will be sure that is informed of the results of the Directorate meetings as they come in.

E. H. Knoche